

Transforming the Army to the Objective Force

LTG John M. Riggs



Why Transform to an Objective Force?

The Army is a premier strategic instrument for national policy that has served our citizens well in peace and in war for over two centuries. For The Army to continue this vital task in the future, The Army must change! The requirement to change, to transform today's Army, is based upon the security challenges of a vastly different and dangerous 21st century and the need to respond more rapidly and decisively across the full spectrum of military operations. The Army has initiated a bold, yet necessary set of initiatives that will transform it into an Objective Force and into an Army that will remain relevant while protecting our Nation in the future!

The path we travel is paved with both revolutionary and evolutionary changes required to transform our Army to achieve The Army Vision. Our goal, stated by the Chief of Staff of The Army General Eric K. Shinseki, is "to transform The Army into a strategically responsive force that dominates the full spectrum of military operations-an Objective Force that achieves throughout its organization the force characteristics described as responsive, deployable, agile, versatile, lethal, survivable, and sustainable..." a force for the future!

The roadmap we will use to plot our course is The Army Transformation Campaign Plan (TCP). It is the means for integrating and synchronizing The Army-wide transformation efforts, identifying key objectives and timelines along the way.

The Objective Force...Concepts Based

Since 1999, when The Army revealed its' Vision everyone has been trying to relate "The Objective Force" to what they know today. It cannot be done. Our concept of The Objective Force will change over time with the maturation and integration of cutting edge technologies and doctrine. Our revolutionary journey will in a sense become evolutionary.

The Objective Force may be best described in terms of concepts based capabilities supported by leading edge technologies that will...

be a soldier-centered integration of ground, air and space systems capable of operating in the full spectrum by dominating terrain and closing with and destroying the enemy decisively.

capitalize on technologies that enable the force to employ precision engagements on the land with significant improvements in lethality, range, and accuracy.

acquire the speed and agility in positioning and repositioning to ensure the Joint team dominates maneuver on land.

serve as a strong deterrent to potential adversaries by providing the National Command Authorities greater flexibility through a broader range of strategic options

The Army is validating a concept based future force through a series of initiatives. The activation of Interim Brigade Combat Teams (IBCTs) at Fort Lewis will address the current combat capability shortfall along the path to The Objective Force. The IBCTs will also be the "experimental vanguard of The Objective Force to validate the O&O concepts, training, leader development initiatives, and deployment scenarios during this decade, as we develop and begin fielding The Objective Force."

The process has already begun with the Army's top wargame, conducted by Training and Doctrine Command (TRADOC) at the U.S.

Army War College's Center for Strategic Leadership now dedicated to testing theoretical, strategic, and tactical capabilities and the emerging concepts for future war that TRADOC is developing for Army Transformation.

The Objective Force... The Azimuth

The Objective Force is a term that encompasses the evolving transformation of The Army. The changes required to achieve The Objective Force will transcend all domains: Doctrine, Training, Leader Development, Organizations, Materiel, and Soldiers (DTLOMS) across the entire Army (active and reserve components). These domains will be synchronized with the concept of operations and provide the synergy that will allow The Objective Force to far exceed today's legacy force and to ensure The U.S. Army remains the dominant land force in the 21st Century.

DOCTRINE...The Objective Force will fundamentally change the way we fight. No longer will the force make contact, then develop the situation, and conduct fires and maneuver. Objective Force doctrine has as its foundation the advantages of real time C4ISR linked with the capability to rapidly deploy and employ lethal and survivable combat forces at the appropriate time and place.

TRAINING...The Objective Force will have vastly increased capabilities providing soldiers with greater skills for interpreting information driving new approaches to training. Simulation, Training and Instrumentation Command's (STRICOM's) Institute for Creative Technologies is currently developing a virtual environment that utilizes computer generated artificial intelligent characters and sensory stimulants to replicate real situations in which to train soldiers. These simulations will allow Objective Force soldiers to be trained individually, collectively, and virtually; at home station, in field exercises, in route to conflict, in theater; and to conduct rehearsals and after action reviews. For mounted soldiers it will be embedded in the platform, for dismounted soldiers it will be embedded in the Objective Force warrior.

LEADER DEVELOPMENT...Leader Development and Soldiers are inextricably linked on our path to The Objective Force. Adaptive and self-aware leaders are essential to the employment of the Objective Force. Leadership training will focus on developing skill sets using experiential vice process-oriented training. It will be adaptable, and flexible to prepare the soldiers at every level to assume a leadership

role at echelons above their own. TRADOC will modify leader educational models to prepare future leaders for full spectrum operations at the combined arms, Joint, and strategic levels. In order to maintain proficiency, distance learning technologies will be leveraged to support self development needs.

ORGANIZATIONS...Includes new organizational designs and new warfighting concepts designed to meet the operational requirements of the future battlefield. The Army is pursuing the development of two new organizational frameworks for The Objective Force: Units of Employment and Units of Action. The Unit of Employment is the parent organization of the Unit of Action. Fielding brigade-equivalent sets, The Army plans to field all 62 Brigade Combat Teams (active and reserve) by FY2031.

MATERIEL...To achieve Objective Force capabilities by the end of this decade, we are aggressively moving to accelerate the processes in several areas simultaneously. We have tailored the concept-based requirements by which the Science and Technology (S&T) community has accelerated development of combat capabilities. This effort is a partnership with the Defense Advanced Research Projects Agency (DARPA). Together The Army and DARPA are conducting one of the largest "technology to the force" initiatives in history. TRADOC continues to develop Objective Force O&O concepts that will focus key operational capabilities and design parameters that drive our S&T efforts. Key operational capabilities range from strategic responsiveness and maneuver to decisive operations in urban and complex terrain.

The Army's Chief Scientist, Dr. Michael Andrews, has realigned the S&T program to provide priority to those technologies that have application for The Objective Force. Ninety-six percent of available S&T dollars are now dedicated to The Objective Force S&T program. The Army Science Board has joined the team, providing critical insight and guidance on technologies being developed at The Army's laboratories and research development centers.



SOLDIERS... The soldier, equipped for the conflicts of the future, is the centerpiece of the transformation. We can only reach our destination through teamwork. The Secretary of The Army, Thomas E. White, Jr., identified "transforming The Army" as one of his key objectives. The Army has set the compass in the direction we must go. Soldiers together with our current and retired Army community, S&T community, industry, academia, and Congress are teamed to ensure we reach our destination, The Objective Force.

The Objective Force Task Force--A Programmatic and Organizational Approach

The Objective Force Task Force was formed at the direction of the Chief of Staff of The Army and the Secretary of The Army with the mission to integrate, coordinate and assess activities related to the Objective Force.

The Task Force is the action agency for the CSA and the SA to focus and synchronize Objective Force efforts associated with the development of the DTLOMS process being conducted by the ARSTAF and MACOMS. The Integrated Process Team (IPT) process is used to bring together key players to integrate and coordinate operational concepts and technologies, evaluate risk assessments, and review trade studies.

The Task Force has a working detailed campaign plan linked to The Army TCP that defines the integration effort necessary to achieve The

Objective Force. The Objective Force Campaign Plan (OFCP) supports The Army TCP by establishing the method for integrating, assessing and synchronizing all actions leading to the successful fielding of the Objective Force. The campaign plan lays out a path to achieve Initial Operational Capability of the first Objective Brigade Combat Team through completion of fielding of the entire Objective Force. This campaign plan establishes way points for The Army leadership to assess progress as we execute The Objective Force timelines, and more importantly, to make the necessary adjustments to keep us on course.

THE OBJECTIVE FORCE...OUR LEGACY...THEIR DESTINY

The Army, teamed with the Office of the Secretary of Defense, JCS, industry, academia, and Congress, must continue to work aggressively to develop and communicate The Objective Force story. When asked why an Objective Force, we can answer that it is ultimately, to ensure our Nation remains the dominant force on land as we are in the air, in space, and on the sea! The Objective Force provides soldiers for the Nation that are more lethal and survivable than the enemies they will be called upon to fight...and most importantly, it guarantees they will always be victorious. Our Objective Force is designed to ensure our Soldiers win the first and all subsequent battles of the next war for our Nation. That must be THEIR Destiny...and The Objective Force is our Legacy to THEM!